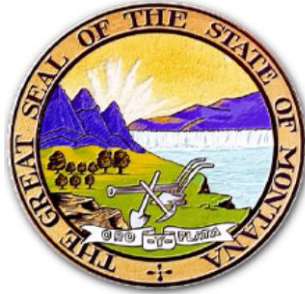


*Deliverable to:*

Montana Department of Public Health and  
Human Services



Independent Verification and Validation (IV&V)  
Services for the Montana Medicaid Management  
Information System (MMIS)

Monthly Status Report

July 17, 2013

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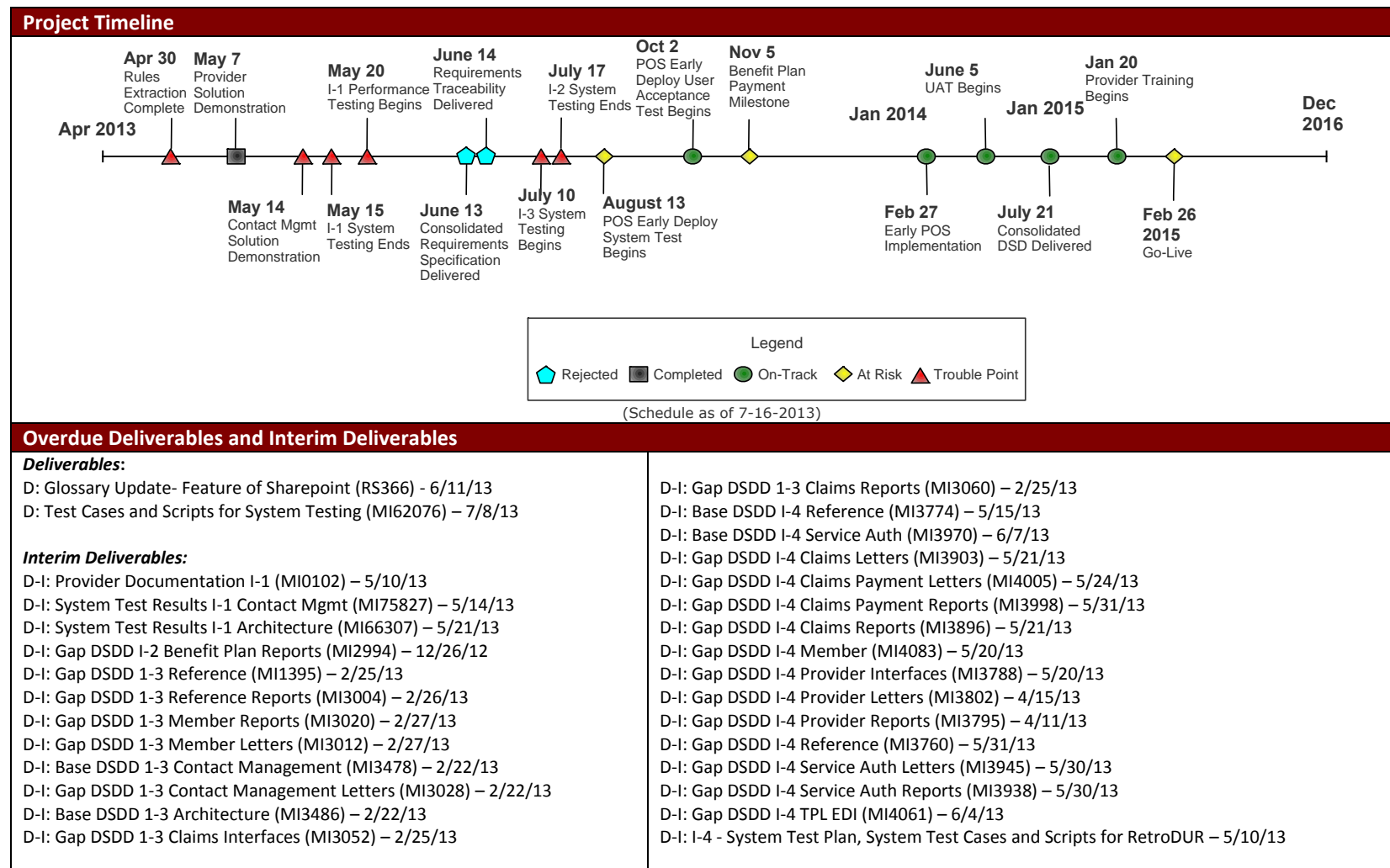
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# 1 - MMIS Project Quality

## 1.1 Project Summary




<b>Current Phase:</b>	Requirements Analysis/Iterative Design/Development						
<b>Most Recent Accomplishment:</b>	Conducted Financial design review and Claims Pricing I-5 design review (BR/VV) and Service Auth conversion walk-through sessions during the week of 7/8/13						
<b>Next Major Milestone:</b>	Solution Demonstration for Contact Management – 5/14/13						
<b>Next Payment Milestone:</b>	Benefit Plan – 11/5/13						
<b>Biggest Project Challenges:</b>	<ul style="list-style-type: none"> <li>• Lack of availability of Xerox Health Enterprise (HE) Experts to support collaboration sessions</li> <li>• Delays in design, development, and Iteration 1 and 2 system testing</li> <li>• Gap tracking and process management concerns</li> <li>• Resource allocation is currently 138%</li> <li>• The current number of slipped tasks is 306</li> </ul>						
<b>Status Overview</b>	<p><b>Re-planning Effort</b> - Xerox formally announced their approach for the project re-planning effort in a meeting with DPHHS/PK on June 11, 2013. On June 21, 2013, DPHHS delivered a letter to Xerox, acknowledging that Xerox will be delivering a new work plan, and accepting the baseline dates for work plan tasks during the Xerox re-planning effort. Additionally, DPHHS notified Xerox that they are expecting the delivery of the HE 2.0 solution for Montana, and preservation of the 6-month UAT period for all functional areas. Xerox plans to deliver a work plan framework on August 1, 2013 and a complete work plan in mid-August. DPHHS received a letter from Xerox on July 9, 2013 responding to the State's expectations for HE 2.0.</p> <p><b>Amendment 4</b> – Xerox has requested to have the work plan portion of Amendment 4 removed, due to the new work plan that will be delivered as a result of the re-planning effort. The amendment will be executed with the ICD-10 and change from Duane Preshinger to Jeff Buska content, but the work plan changes will be removed. DPHHS will continue to allow Xerox to utilize the Baseline Start and Baseline Finish dates in the current work plan, rather than the approved Start and Finish dates, during the re-planning effort. The formal submission of Amendment 4 was sent to CMS on July 11, 2013.</p> <p><b>Staffing Changes</b> - Xerox announced that Craig Krause has returned to the Xerox team as a SME to the Contact Management and Provider functional area.</p>						
<table> <tr> <th>Project Status/Xerox Performance Indicator Panel</th><th>Performance Indicator Panel Key</th></tr> <tr> <td> <b>Overall:</b>  red            NOTE: The overall project status is red due to out of scope gaps not addressed, resource over-allocation, design, development and system testing delays, gap tracking and process management issues, the current project SPI, the large number of slipped tasks, and the contact management solution demonstration not being scheduled.         </td><td>  Green: no risk identified risk    Yellow: identified risk – must be actively managed    Red: identified problem – requires mitigation         </td></tr> <tr> <td> <b>Schedule:</b>  red                <b>Scope:</b>  red                <b>Resources:</b>  red         </td><td></td></tr> </table>		Project Status/Xerox Performance Indicator Panel	Performance Indicator Panel Key	<b>Overall:</b>  red NOTE: The overall project status is red due to out of scope gaps not addressed, resource over-allocation, design, development and system testing delays, gap tracking and process management issues, the current project SPI, the large number of slipped tasks, and the contact management solution demonstration not being scheduled.	 Green: no risk identified risk   Yellow: identified risk – must be actively managed   Red: identified problem – requires mitigation	<b>Schedule:</b>  red <b>Scope:</b>  red <b>Resources:</b>  red	
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<b>Schedule:</b>  red <b>Scope:</b>  red <b>Resources:</b>  red							



## 1.2 Recommended Priorities for Next Reporting Period

Recommended Priorities	Responsible Party	Risk Level
<p>Request a change to the Resource Status Criteria Metrics in Xerox Weekly Status Report, based on the agreement with Xerox that the average resource allocation for the next 90 days should be 100%.</p> <p><b>Update:</b> Discussed with Tom on May 10, 2013. An email formally requesting these changes was sent to Xerox on June 4, 2013. Xerox notified DPHHS on June 11, 2013 that they plan to include these changes in their re-planning effort.</p>	Tim Peterson	 yellow

### Risk Level Key:

 Green: no risk identified risk	 Yellow: identified risk – must be actively managed	 Red: identified problem – requires mitigation
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### 1.3 Issues for Management Attention

The following table presents the most critical issues on the project. Refer to the project issue log in the DPHHS SharePoint for more detailed information about project issues.

Issue	What's Been Done	What's Still Needed
<i>1) Lack of availability of Health Enterprise (HE) Experts for collaboration sessions</i>		
<ul style="list-style-type: none"> <li>- When the new collaboration session process was implemented, Xerox committed that they would have a HE expert present in each session</li> <li>- Lack of HE knowledge in sessions generates numerous action items for Xerox</li> <li>- Without proper knowledge of the HE system, gaps cannot be properly identified</li> <li>- Xerox has indicated that they are competing with resources for UAT in other states, and will not always be able to provide a HE expert for sessions in Montana</li> <li>- Sessions may have to be repeated when HE experts are available</li> <li>- Xerox committed on 7/26/12 that an HE expert will be on-site for each collaboration session</li> <li>- No Xerox SME present for Claims (Front End) Gap Identification session</li> <li>- Afternoon of Tuesday, 8/7/12 was canceled due to lack of Xerox HE expert availability</li> <li>- There was no Xerox HE SME present for the Reference session on 8/13/12 or 8/14/12</li> <li>- Many questions in the Member 3 session,</li> </ul>	<ul style="list-style-type: none"> <li>- An issue has been entered in the Xerox SharePoint</li> <li>- DPHHS has requested that an HE SME be present for each collaboration and design session</li> <li>- DPHHS has requested that if an HE SME is not able to be onsite to support a collaboration session, they participate in the meeting by video conference, rather than over the phone</li> <li>- Xerox provided a spreadsheet outlining the qualifications and areas of expertise of the SMEs that will be supporting the collaboration and design sessions</li> <li>- Xerox SMEs participated in two of the collaboration sessions via video conference the week of 9/10/12</li> <li>- Xerox provides a SME Help spreadsheet on a monthly basis, outlining the HE Experts scheduled for each collaboration session</li> <li>- This issue is reviewed weekly</li> </ul>	<ul style="list-style-type: none"> <li>- Knowledgeable Xerox Health Enterprise SMEs on site for each collaboration and design session</li> </ul>

Issue	What's Been Done	What's Still Needed
<p>week of 8/27/12, were not able to be answered – notably in the long term care portlets</p> <ul style="list-style-type: none"><li>- Many questions in the Claims Adjudication session were unable to be answered by the Xerox SME. A large number of Xerox action items were generated to obtain answers to questions about HE</li><li>- No Claims SME was present in the Claims Adjudication meeting that began on 10/1/12</li><li>- No HE Expert was present in the Care Management session that began on 10/9/12</li><li>- No HE SME was present for the Claims Adjudication meetings on 10/11/12 and 10/12/12</li><li>- The scheduled HE Expert (Sybil Pepper-Spencer) for the Member Design session that began on 10/22/12 was not on video or on the phone until the last day of the session</li><li>- The HE Expert for DSS for the session that began 10/29/12 has not been able to demonstrate the DSS or answer questions regarding DSS functionality. By the end of day 2, 47 action items had been recorded, with a majority of them assigned to Xerox</li><li>- Xerox notified DPHHS on 11/2/12 that a SME would only be available for 1 – 2 hours at the end of each day for the 11/7-11/9/12</li></ul>	<p>during the Xerox Weekly Status meeting</p>	

Issue	What's Been Done	What's Still Needed
<p>Claims session. This is unacceptable to DPHHS based on issues with past Claims sessions</p> <ul style="list-style-type: none"><li>- Xerox notified DPHHS at 4:41 pm that due to travel issues, the Reference session would not begin until 12:30 pm on 11/14/12. The morning of 11/14/12, DPHHS was notified that the session could not begin until 11/15/12</li><li>- If Xerox is unable to provide SMEs for the 2-wide sessions, they will have great difficulty staffing 4-wide sessions</li><li>- Neither the scheduled expert or alternate resource (Alek Szlam or Gurdial Virk) were in attendance for the Web Portal design session</li><li>- Kirk Blackmon is supporting the Claims Adjudication session the week of 1/7/13, however he is not actively engaged. He responds to questions when asked, but is not an active participant in the session</li><li>- No HE expert was scheduled or present for the Member Design session the week of 1/14/13</li><li>- HE experts were not able to answer many questions about HE functionality in the Claims Front End session the week of 1/22/13</li><li>- The scheduled expert (Kati Tabert) was not in attendance for the Reference design session the week of 1/28/13</li></ul>		



Issue	What's Been Done	What's Still Needed
<ul style="list-style-type: none"><li>- There was no HE DDI project resource in attendance for the Retro DUR session the week of 1/28/13</li><li>- There was no scheduled expert and no expert in attendance for the Care Management design session the week of 2/4/13</li><li>- There was no scheduled expert and no expert in attendance for the Claims Adjudication design session the week of 2/11/13</li><li>- The scheduled expert (Sibyl Pepper-Spencer) was not in attendance for the Member design session the week of 2/11/13</li><li>- There was no scheduled expert and no expert in attendance for the Provider design session the week of 2/25/13</li><li>- There was an expert present, Kati Tabert, for the Reference session the week of 2/25/13. Kati indicated that one of the gaps previously recorded in Reference were more appropriate for the Rules Management area of HE, rather than the Utilization Review area of HE</li><li>- Reyne Bauman, the scheduled expert, was on the phone for the Claims Pricing design session the week of 3/18/13, but was not participating, resulting in a large number of action items</li><li>- There was no scheduled expert for the</li></ul>		

Issue	What's Been Done	What's Still Needed
<p>Claims interface meeting the week of 4/15/13, and there were HE specific questions that the Claims team was not able to answer. The Xerox SME Help schedule indicates "N/A"</p> <ul style="list-style-type: none"><li>- There was no scheduled expert for the AVRS/Faxback session the week of 4/15/13, and there were HE specific questions that the AVRS team was not able to answer. They are planning a follow-on session to address questions and functionality that could not be addressed in this week's session. The Xerox SME Help schedule indicates "No coverage"</li><li>- Many action items to determine HE functionality were recorded during the Reference Conversion Mapping Walk-through on 4/22/13</li><li>- The scheduled expert in support of the DSS Design session the week of 4/29/13 was on the phone on Monday morning, but will not be available to support the session for the remainder of the week</li><li>- The scheduled expert in support of the Provider Business Rules session the week of 4/29/13 was not available for the entire day on Monday, due to her time zone, and was not available on Tuesday</li><li>- David Miller, the scheduled expert, was on the phone for the Benefit Plan design and configuration session the week of 5/20/13,</li></ul>		

Issue	What's Been Done	What's Still Needed
<p>but was not actively participating.</p> <ul style="list-style-type: none"> <li>- The scheduled experts participated in sessions by phone, but not video during the week of 6/3/13</li> <li>- The scheduled experts are participating in the session by video the week of 6/10/13</li> <li>- The scheduled expert in support of the Claims Pricing design review session the week of 7/8/13 was not available for the entire week, and no alternate expert was available to support the session</li> </ul>		
<p><i>2) Delay in the start and completion of system and extended system testing for Iteration 1 functional areas</i></p> <ul style="list-style-type: none"> <li>- Testing was scheduled to begin on January 31, 2013, but did not begin until March 18, 2013</li> <li>- This impacts Provider, Contact Management and Architecture functional areas</li> <li>- Xerox experienced problems with the implementation of their system testing environment</li> <li>- Iteration 1 system and extended system testing tasks are not indicated on the slipped task report for their finish date, but the test execution tasks have not completed</li> <li>- Xerox is reporting completion of Iteration 1 system testing, however the exit criteria defined in the system test plan have not been achieved</li> </ul>		
	<ul style="list-style-type: none"> <li>- An Issue has been entered in the Xerox SharePoint Issues List</li> <li>- This is discussed on a weekly basis in the Xerox Status meetings</li> </ul>	<ul style="list-style-type: none"> <li>- Completion of iteration 1 system and extended system testing</li> <li>- Demonstrate completed gap development for current sprints as soon as possible</li> </ul>

Issue	What's Been Done	What's Still Needed
<ul style="list-style-type: none"> <li>- There are currently 8 blocked and 186 deferred test cases in Iteration 1 system testing</li> </ul>		
<p><i>3) Delay in the start of system and extended system testing for Iteration 2 functional areas</i></p> <ul style="list-style-type: none"> <li>- Testing was scheduled to begin on April 17, 2013, and has not yet started</li> <li>- This impacts the Provider, Reference, Contact Management, Web Portal, Architecture, Benefit Plan, and EDMS functional areas</li> <li>- Xerox experienced problems with the implementation of their system testing environment</li> <li>- Iteration 2 system and extended system test execution and test results tasks are indicated on the slipped task report for their start dates</li> </ul>		
<p><i>4) Gap tracking and process management concerns</i></p> <ul style="list-style-type: none"> <li>- BAs have been unable to locate a number of their gaps in the RTM (both the comprehensive RTM and RTMs by functional area)</li> <li>- Xerox functional teams have been unable to locate specific gaps in DOORS or SharePoint during design sessions</li> <li>- Gaps are currently being tracked in multiple tracking systems (DOORS and multiple SharePoint action item categories), making it difficult for BAs to locate gaps</li> </ul>		
<ul style="list-style-type: none"> <li>- An Issue has been entered in the Xerox SharePoint Issues List</li> <li>- This is discussed on a weekly basis in the Xerox Status meetings</li> </ul>	<ul style="list-style-type: none"> <li>- Completion of iteration 2 system and extended system testing</li> <li>- Demonstrate completed gap development for current sprints as soon as possible</li> </ul>	

Issue	What's Been Done	What's Still Needed
<ul style="list-style-type: none"> <li>- Gaps have been transferred to different functional areas and renamed, which prevents tracking of the gap originally captured</li> <li>- Iterations have not been included on the RTM</li> <li>- DPHHS/PK has requested that the Gap Clarification and Gap Status columns from DOORS be added to the RSD Working View</li> <li>- Xerox delivered an email on 3/17/13, outlining the proposed process for defect, demo, and transferred gaps</li> <li>- DPHHS responded to the proposed process with comments on 3/27/13</li> <li>- Xerox response was received on 4/2/13</li> <li>- DPHHS responded with a question on 4/12/13</li> <li>- Gaps in the AVRS functional area were reworded and renumbered without involvement with or notification of DPHHS staff</li> <li>- BAs and PMs are unable to locate many Gaps in the Consolidated RSD and Consolidated RTM</li> </ul>		
<p><i>5) System Architecture requirements for Commercial off-the-Shelf (COTS) products</i></p> <ul style="list-style-type: none"> <li>- Xerox is of the opinion that System Architecture requirements do not apply to the COTS products proposed to meet DPHHS RFP requirements</li> <li>- There is no stated exclusion in the RFP for</li> </ul>	<ul style="list-style-type: none"> <li>- DPHHS delivered a matrix outlining the COTS products that are part of the DDI, and the system architecture requirements in question</li> </ul>	<ul style="list-style-type: none"> <li>- DPHHS to complete internal review of the populated COTS matrix</li> <li>- DPHHS and Xerox to conduct a meeting to review the populated matrix</li> </ul>

Issue	What's Been Done	What's Still Needed
<p>products that Xerox has chosen to use to meet RFP requirements</p> <ul style="list-style-type: none"> <li>- DPHHS delivered a matrix outlining the COTS products that are part of the DDI, and the system architecture requirements in question</li> <li>- Xerox delivered the populated matrix to DPHHS on 6/7/13, however population of data for three of the COTS products is incomplete</li> <li>- Xerox delivered an updated matrix to DPHHS on 6/25/13, however the population of data for ImpactPro is not complete</li> <li>- DPHHS conducted an initial internal review of the populated matrix on 6/25/13</li> </ul>		
<p><i>6) Limited DPHHS/PK access to JIRA and Greenhopper</i></p> <ul style="list-style-type: none"> <li>- Access to these tools is needed for DPHHS/PK to have visibility to development progress and defect identification and resolution</li> <li>- Until expanded access is provided, PK has requested that Xerox provide defect metrics, per the system test plan</li> <li>- Xerox provided JIRA/Greenhopper access to DPHHS on 4/19/13, however the view provided is very limited and does not provide the necessary information</li> <li>- DPHHS/PK met with Xerox on 4/30/13 to explain the expanded access needs for Greenhopper</li> </ul>	<ul style="list-style-type: none"> <li>- RQM training was provided on 5/29/13</li> </ul>	<ul style="list-style-type: none"> <li>- Xerox to provide expanded access to JIRA and Greenhopper as soon as possible</li> <li>- Xerox to provide defect metrics until appropriate access to JIRA has been granted</li> </ul>

Issue	What's Been Done	What's Still Needed
<ul style="list-style-type: none"> <li>- Access to RQM was provided on 4/25/13, and RQM training was provided on 5/29/13</li> <li>- Access to the internal implementation JIRA/Greenhopper was provided to DPHHS on 6/10/13</li> <li>- Adequate content for backlog management across the entire system does not appear to exist</li> </ul>		
<p><i>7) Xerox has indicated that there are not enough available local codes in HE to accommodate the way HE generates their procedure code/modifier combinations</i></p> <ul style="list-style-type: none"> <li>- HE has been built to take a procedure code/modifier combination and create an internal code (local code), behind the scenes, to process claims</li> <li>- There will be 12,000 internal codes that would need to be created</li> <li>- There are only 900 codes available because all others are used by HCPCS codes</li> <li>- Xerox delivered an email outlining proposed changes to Reference and Cross Reference tables in an effort to resolve the local code issue</li> <li>- The proposed changes do not align with DPHHS expectations</li> <li>- Related Reference design impacts were discussed on 6/18/13, however the discussion has not concluded and the local codes issue was not addressed</li> <li>- Xerox has stated that this is no longer a</li> </ul>		
	<ul style="list-style-type: none"> <li>- DPHHS has escalated this issue to Xerox management</li> <li>- Related Reference design impacts were discussed on 6/18/13, however the discussion has not concluded and the local codes issue was not addressed</li> <li>- A follow-up Reference re-design session was held on 7/11/13</li> </ul>	<ul style="list-style-type: none"> <li>- DPHHS to provide outstanding questions to Xerox</li> </ul>

Issue	What's Been Done	What's Still Needed
design issue		
<p><i>8) The Contact Management Solution Demonstration for Iteration 1 has not been scheduled</i></p> <ul style="list-style-type: none"> <li>- <i>This solution demonstration was scheduled for completion on 5/14/13</i></li> </ul>		<ul style="list-style-type: none"> <li>- Xerox to schedule and conduct the Contact Management Solution Demonstration for Iteration 1</li> </ul>
<p><i>9) Rejection of the Xerox Consolidated RSD and Consolidated RTM</i></p> <ul style="list-style-type: none"> <li>- The Consolidated RSD and Consolidated RTM were delivered to DPHHS on 5/13/13</li> <li>- DPHHS rejected these deliverables on 5/21/13 due to the documents being incomplete</li> </ul>	<ul style="list-style-type: none"> <li>- DPHHS/PK delivered review comments to Xerox on 6/5/13</li> </ul>	<ul style="list-style-type: none"> <li>- Xerox to address identified deficiencies and redeliver documents</li> </ul>



## 1.4 Risks for Management Attention

The following table summarizes the most important risks for the project along with recommended actions. Refer to the project risk log for more detailed information about project risks.

Risk	What's Been Done	Recommendation
<p>1) <i>There are currently 438 gaps in DOORS in a "Pending", "out of scope", "In Review", "PMO Review", "Discussion in Progress (DPHHS)", "Discussion in Progress (Xerox)", "DPHHS OOS Review", or "CCB Governance Comm Review" status</i></p> <ul style="list-style-type: none"> <li>- Not all gaps have been entered in DOORS, so there may be additional pending gaps added in the future</li> <li>- The out of scope gaps that Xerox presented to DPHHS for the initial four functional remain unresolved</li> <li>- It is a project risk to have this large number of gaps for which it is unknown whether they will proceed to development</li> <li>- This impacts design and planning for development and testing</li> </ul>	<ul style="list-style-type: none"> <li>- An Issue has been entered in the Xerox SharePoint Issues List</li> <li>- This risk is discussed weekly in both the Xerox Weekly Status meeting and the Weekly DDI PM meeting</li> <li>- Xerox delivered 23 out of scope gaps for DPHHS review on 3/8/13</li> <li>- DPHHS provided a written response to the Xerox out of scope gap spreadsheet on 3/29/13</li> <li>- Xerox delivered 19 out of scope gaps for DPHHS review on 4/5/13</li> <li>- DPHHS provided a written response to the Xerox out of scope gap spreadsheet on 4/12/13</li> <li>- Xerox delivered six out of scope gaps for DPHHS review on 4/17/13</li> <li>- DPHHS provided a written response to the Xerox out of scope gap spreadsheet on 4/25/13</li> <li>- Xerox delivered 46 out of scope gaps for DPHHS review on 4/30/13</li> <li>- Xerox delivered 33 out of scope gaps on 5/3/13 for discussion in the</li> </ul>	<ul style="list-style-type: none"> <li>- The remaining out of scope gaps should be reviewed by the Xerox product review board and delivered to DPHHS for review</li> </ul>

Risk	What's Been Done	Recommendation
	<p>meeting scheduled for 5/8/13</p> <ul style="list-style-type: none"> <li>- A meeting to discuss the DPHHS responses delivered on 3/29/13 (23) and 4/12/13 (19) to the out of scope gaps was held on 5/8/13, but there has been no resolution on the outstanding gaps</li> <li>- A gap scope review meeting with DPHHS/PK and Xerox was conducted on 5/28/13</li> <li>- A gap scope review meeting with DPHHS/PK and Xerox was conducted on 6/13/13</li> <li>- Internal DPHHS/PK meetings to review and comment on OOS gaps were conducted on 6/14/13 and 6/17/13</li> <li>- Project Governance - OOS Gap meetings with DPHHS, PK and Xerox were conducted on 6/26/13 and 7/11/13</li> <li>- An internal DPHHS/PK meeting to review and comment on OOS gaps was conducted on 7/15/13</li> </ul>	
<p><i>2) Xerox is deferring unfinished sprint functionality to later iterations</i></p> <ul style="list-style-type: none"> <li>- Delays in the planning for and completion of functionality in sprints, is causing functionality to be deferred to later sprints</li> <li>- Iteration spreadsheets indicate that functionality is being deferred to later</li> </ul>	<ul style="list-style-type: none"> <li>- An Issue has been entered in the Xerox SharePoint Issues List</li> </ul>	<ul style="list-style-type: none"> <li>- Monitor and discuss progress with Xerox often and adjust approach and processes as necessary</li> </ul>

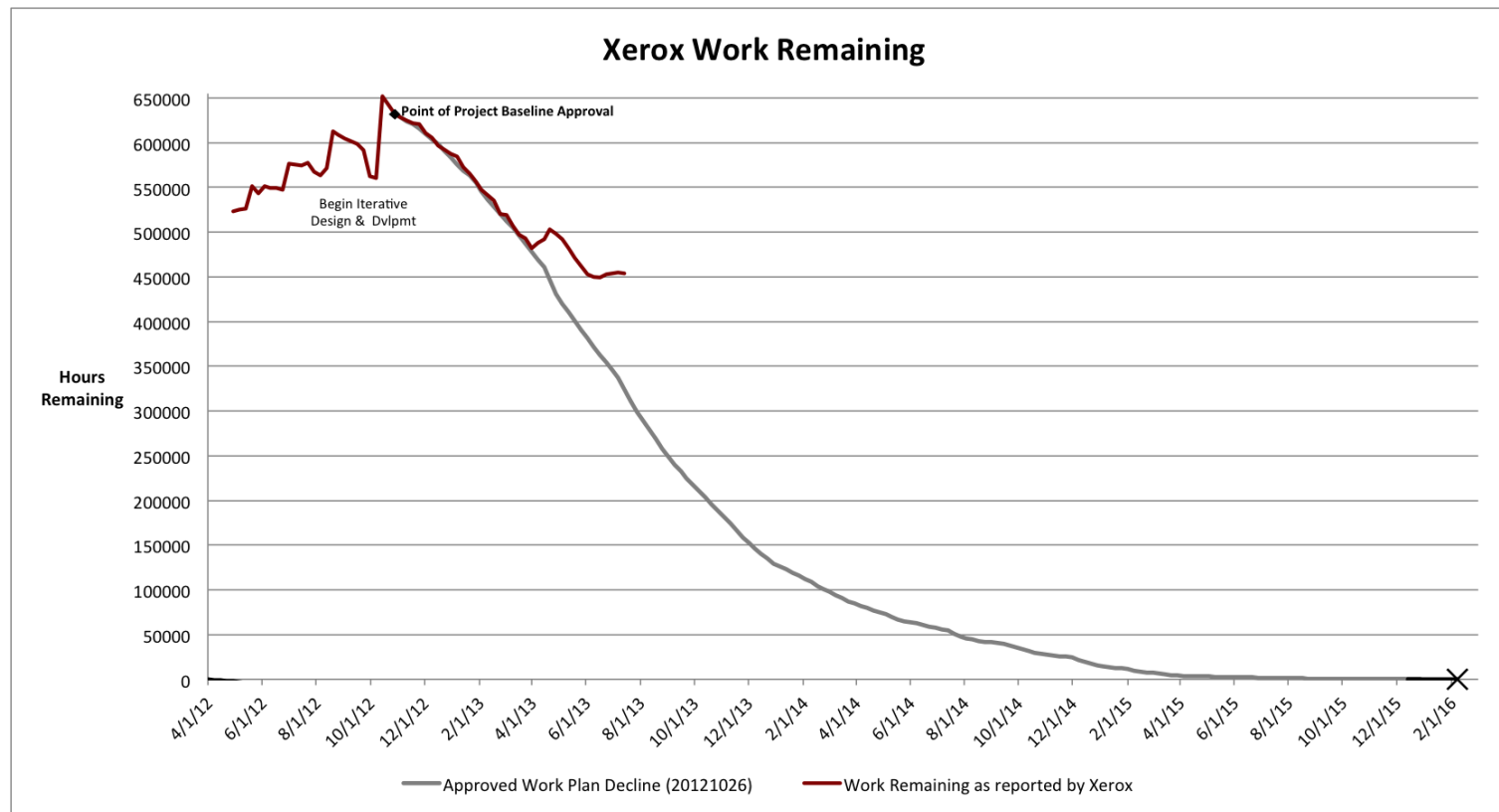
Risk	What's Been Done	Recommendation
<p>iterations than originally planned</p> <ul style="list-style-type: none"> <li>- All Claims Pricing and Claims Adjudication functionality planned for Iteration 3 has been deferred to a later iteration</li> <li>- The number of planned actual system test cases for execution in Iteration 2 is 55</li> <li>- 933 I-2 system test cases were delivered to DPHHS for review</li> <li>- The number of planned actual extended system test cases for execution in Iteration 2 is zero</li> <li>- 959 I-2 extended system test cases were delivered to DPHHS for review</li> <li>- Xerox has not previously used the Agile methodology to implement an MMIS</li> </ul>		
<p><i>3) Xerox has requested an abbreviated UAT for IMAR</i></p> <ul style="list-style-type: none"> <li>- Optum has indicated dependencies on design and data that will not allow for a 6-month UAT for IMAR</li> <li>- The RFP requires a 6-month UAT timeframe</li> <li>- Making an exception for one COTS product sets a precedent for others</li> </ul>	<ul style="list-style-type: none"> <li>- A meeting was conducted with Xerox, DPHHS and Optum</li> </ul>	<ul style="list-style-type: none"> <li>- Xerox to present a plan to DPHHS for review</li> </ul>
<p><i>Xerox has proposed the "swap" of the IFADS random sampling functionality for an IFADS LTC module</i></p> <ul style="list-style-type: none"> <li>- Xerox would like to move random sampling to the DSS</li> <li>- Xerox offered to replace the effort that would have been spent on developing random sampling in IFADS, with the IFADS</li> </ul>	<ul style="list-style-type: none"> <li>- This issue is discussed during the weekly DDI PM meeting</li> </ul>	<ul style="list-style-type: none"> <li>- Xerox to schedule a meeting to discuss random sampling</li> </ul>

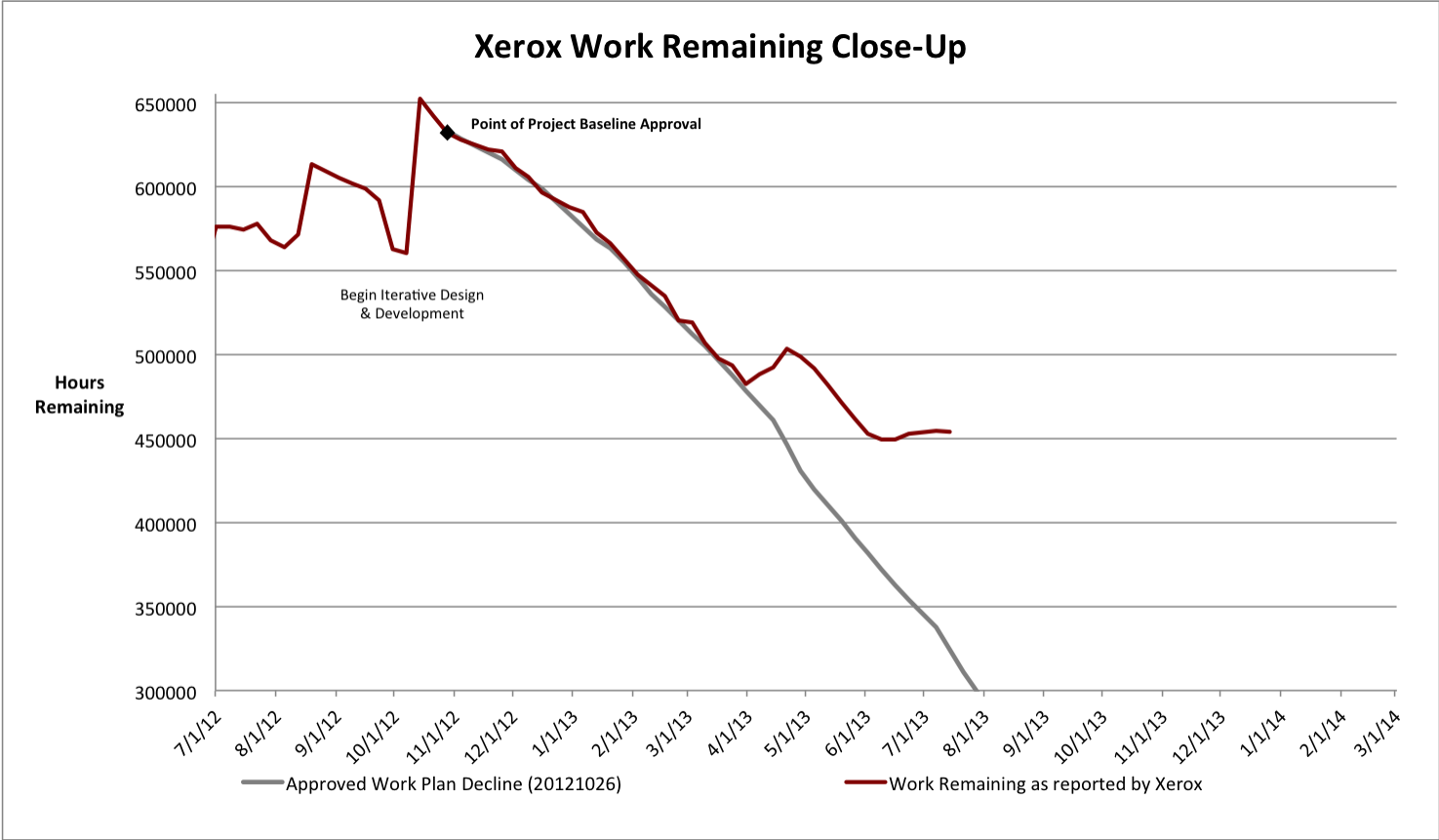
Risk	What's Been Done	Recommendation
<p>LTC module</p> <ul style="list-style-type: none"><li>- DPHHS does not believe that the DSS will meet their random sampling requirements and wants this functionality provided in IFADS, as originally proposed by Xerox</li></ul>		
<p><i>Concerns with existing legacy data related to Provider that is either incomplete, inaccurate or not present in the legacy MMIS and may impact the MMIS DDI</i></p> <ul style="list-style-type: none"><li>- Many Provider SSNs, affiliations, ownership, and service locations are either incomplete, inaccurate or not present in the legacy MMIS</li><li>- SSN will be required for CMS certification of HE</li><li>- There are many other missing provider data elements that will be essential for proper functionality of the HE system</li></ul>	<ul style="list-style-type: none"><li>- Internal DPHHS discussion was held on 7/8/13</li><li>- Further research is being conducted by DPHHS</li></ul>	

## 1.5 Performance Metrics

The metrics included in this section will vary according to project phase and major activity.

### Declining Work Balance





Earned Value Increase, Work Remaining Decrease, and Actual Work Increase each exceeded the Scheduled Effort for this reporting period.

Period	Actual Work Increase	Scheduled Effort	Decrease in Work Remaining	Increase in Xerox reported Earned Value
Five Weeks Ago				
6/11/13 Reporting Week	5,787	9,853	3,145	5,098
5/14/13 – 6/11/13 Reporting Weeks	34,290	38,703	32,495	26,723
Four Weeks Ago				
6/18/13 Reporting Week	6,829	9,365	88	2,210
5/21/13 – 6/18/13 Reporting Weeks	31,372	38,542	22,089	18,787
Three Weeks Ago				
6/24/13 Reporting Week	6,011	8,451	-3,106	1,836
5/28/13 – 6/24/13 Reporting Weeks	27,119	36,419	9,036	14,892
One Week Ago (contains information spanning a 2 week period)				
7/9/13 Reporting Week	5,648 avg per week (11,296 since last reported)	8,270 avg per week (16,541 total scheduled)	-1,130 avg per week (-2,260 since last reported)	1,987 avg per week (3,974 since last reported)
6/4/13 – 7/9/13 Reporting Weeks	29,924	44,211	2,134	13,118
This Week				
7/16/13 Reporting Week	7,636	13,049	716	-3,974
6/11/13 – 7/16/13 Reporting Weeks	31,773	47,406	-4,562	4,046

The reporting weeks is a span of five weeks due to last reporting period containing two weeks of information.

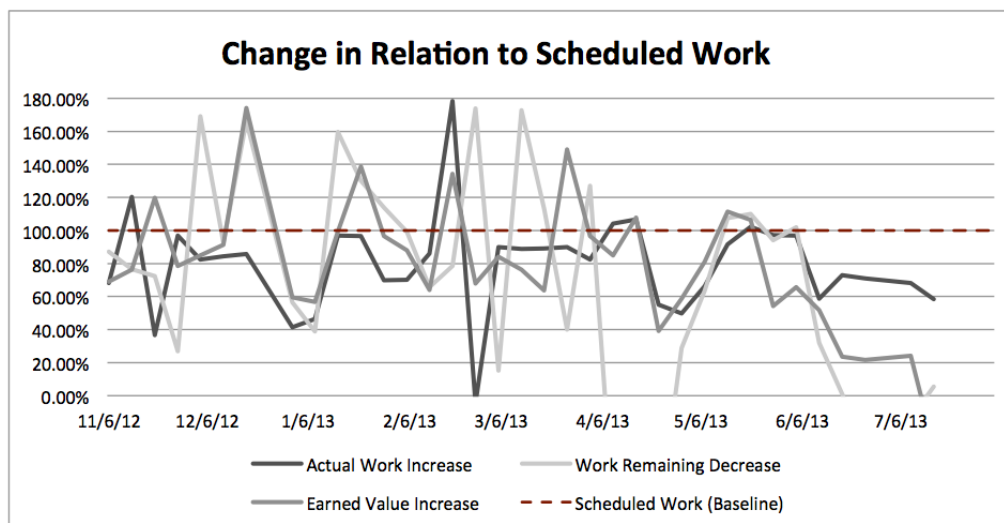
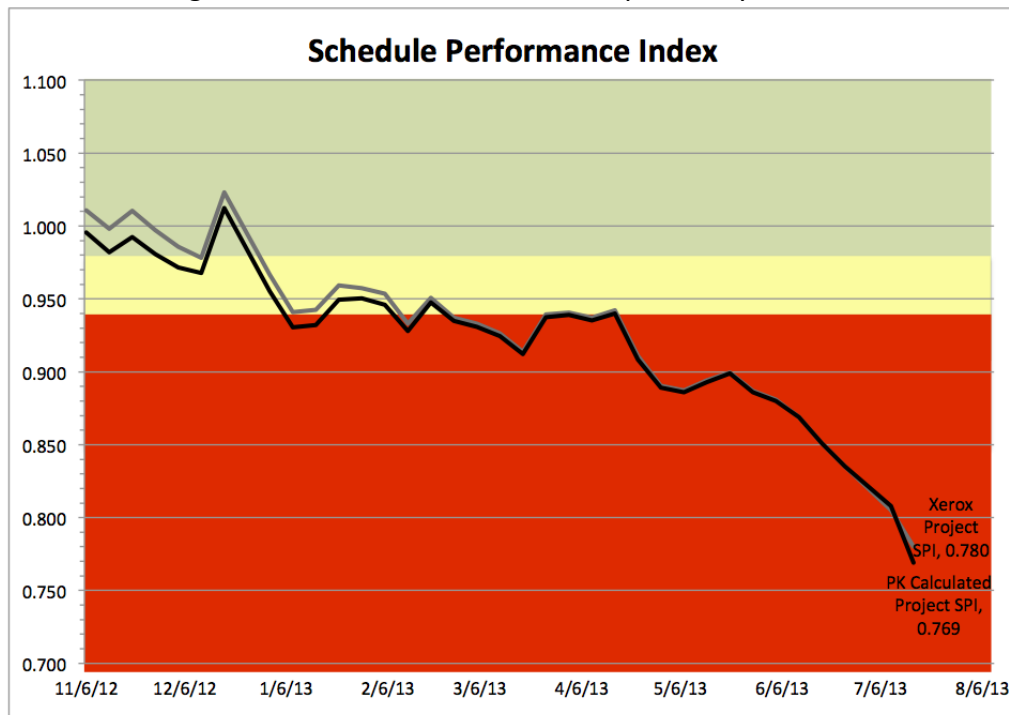
Actual Work Increase is down about 10% from last reporting period, 58.5% of Scheduled Work. Work Remaining Decrease has increased by nearly 20%, from -14% to 5.5% (due to hours being added to the work plan). Earned Value Increase has dropped significantly.

## Schedule Performance Index (SPI)

PK has resumed calculation and reporting of SPI. The number may vary from Xerox reported number based on the following difference in Planned Value measurement:

- Xerox calculates planned value at the task level while evenly distributing planned hours over the lifetime of the task.
- PK calculates planned value by the hours scheduled to have been completed to date.

PK will be using the earned value calculations reported by Xerox in the SPI calculation.





## Slipped Tasks

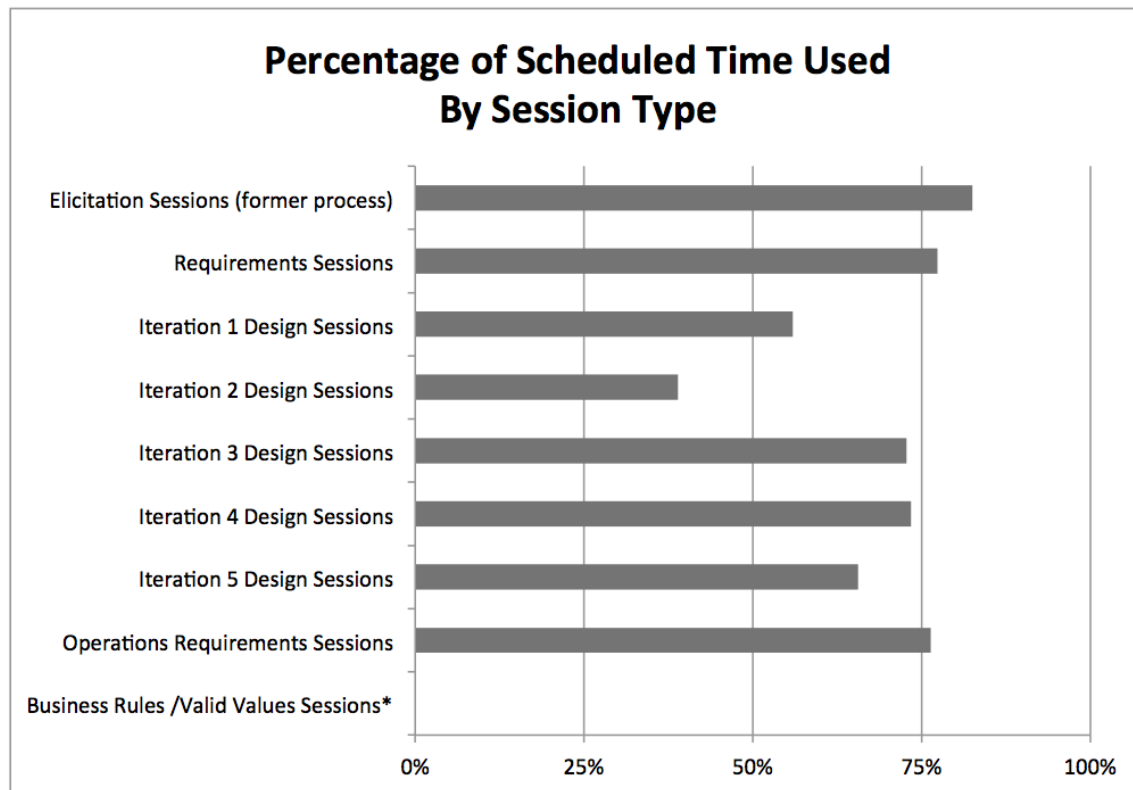
Slipped tasks are tasks whose baseline start and/or finish dates have passed. The number of slipped tasks has been gradually increasing since the project start. This week slipped tasks decreased from 354 to 306. The majority of the tasks are slipped due to delays in system testing, design, and development. The Xerox slipped task count does not include deliverables or interim deliverables.



## Xerox Functional Area Iterations – Progression and Approval

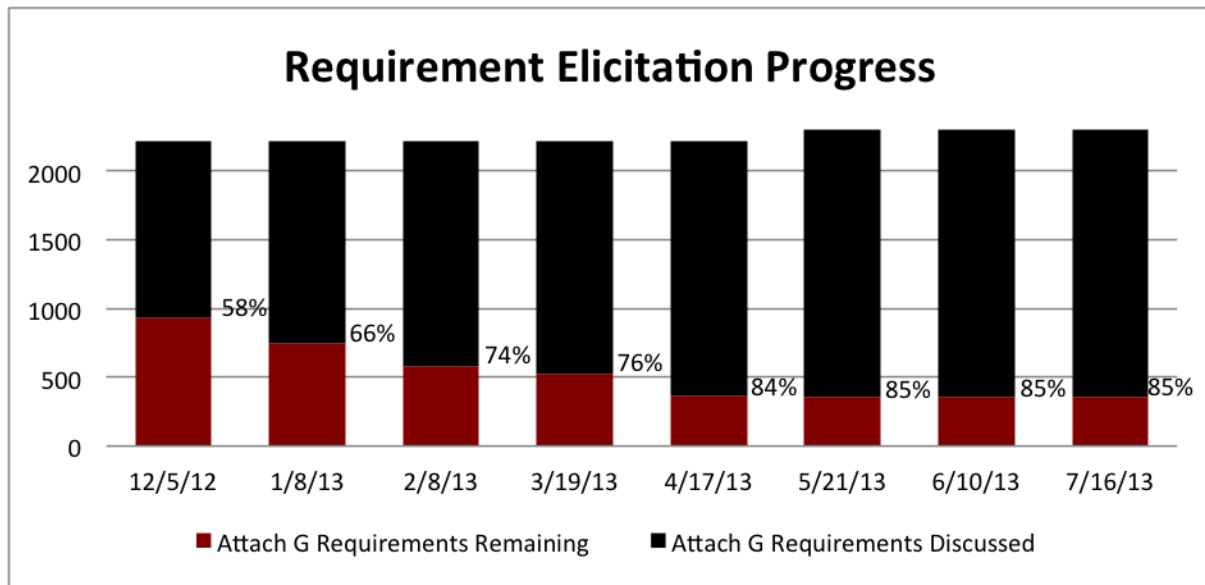
Progression and Acceptance of Iterations												
Note: This table demonstrates completion of sessions or tasks and is not intended to reflect quality of work performed.												
	Collaboration Step 1	Collaboration Step 2	Collaboration Step 3	Valid Values	Business Rules	Letters/ Reports Rosters	RSD Reviewed	Comprehensive RSD		Iterative DSDD Reviewed	Sys Test Results Approved	Accepted (Milestone)
Percent Complete	100%	100%	100%	14%	5%		96%			36%	0%	0%
Functional Area	Iteration Code & Name											
Web Portal	✓ 6/27/12					Letter and Reports process has been revised. These items will now be considered part of design.  DPHHS has provided information on letters and reports. Xerox will respond with Specifications	✓ 10/6/12	The Comprehensive RSD was submitted 5/13/13, and found to be incomplete by DPHHS. The deliverable was rejected 5/21/13.  Redelivery of RSD is impacted by Xerox replanning effort.	2 Web Portal	✓ 3/14/13		
									3 Web Portal			
System Architecture	✓ 5/31/12						✓ 1/28/13		1 Arch	✓ 4/1/13		
									2 Arch	✓ 4/1/13		
									3 Arch			
Pgm Mgmt - Benefit Plan Admin	✓ 7/10/12						✓ 11/13/12		2 Benefit Plan	✓ 3/15/13		
Contact Management	✓ 8/10/12	✓ 8/14/12					✓ 11/20/12		1 Contact Mgmt	✓ 2/12/13		
									2 Contact Mgmt	✓ 4/24/13		
									3 Contact Mgmt	✓ 4/24/13		
Managed Care	✓ 7/13/12						✓ 12/6/12		4 Managed Care	✓ 7/16/13 (Cover Letter)		
									5 Managed Care			
Provider	✓ 7/20/12	✓ 8/2/12					✓ 9/24/12		1 Provider	✓ 4/2/13		
									2 Provider	✓ 4/2/13		
									4 Provider			
Pharmacy POS Early Deployment	✓ 9/13/12	✓ 8/2/12					✓ 12/17/12		3 POS/SmartPA	✓ 3/19/13		
	7/31/12 (SmartPA)								5 POS/SmartPA			
Member (Client Mgmt)	6/14/12 (Pilot)			✓ 5/10/13			✓ 11/12/12		3 Client (Member)			
	✓ 7/20/12	✓ 7/20/12							4 Client (Member)			
Pgm Mgmt - Reference	✓ 8/14/12	✓ 8/16/12		✓ 6/20/13			✓ 11/13/12		3 Reference			
									4 Reference			
									5 Reference			
EHR & PHR	✓ 12/14/12	✓ 2/22/13	n/a				✓ 3/5/13		5 EHR & PHR			
Ops Mgmt - Service Auth EDI	✓ 9/14/12		✓ 10/31/12				✓ 1/7/13		3 Service Auth	✓ 4/1/13		
									4 Service Auth	✓ 7/12/13		
Pgm Integration RetroDUR	✓ 1/29/13	✓ 2/27/13					✓ 3/26/13		4 RetroDUR	✓ 6/14/13		
Ops Mgmt - TPL	✓ 11/8/12	✓ 12/18/12					✓ 3/13/13		4 TPL			
									5 TPL			
AVRS/EVRS	✓ 7/26/12						✓ 4/1/13		4 AVRS/EVRS			
Care Mgmt	✓ 10/12/12	✓ 11/1/12					✓ 12/17/12		4 Care Mgmt	✓ 7/3/13		
									5 Care Mgmt			
									5 Care Mgmt - ImpactPro			
Ops Mgmt - Claims	✓ 10/26/12 (Adj)	✓ (Adj)					✓ 12/17/12 (Adj)		3 Claims - Edits/Audits			
	✓ 8/31/12 (Front End)	✓ 9/26/12 (Front End)	✓ 11/8/12				✓ 1/4/13 (Front End)		4 Claims - Edits/Audits			
	✓ 8/31/12 (Pricing)	✓ 11/8/12 (Pricing)					✓ 1/9/13 (Pricing)		5 Claims - Edits/Audits			
	✓ 8/29/12 (Payment)		✓ 10/12/12 (Payment)	✓ 6/28/13 (Payment)			✓ 12/27/12 (Payment)		3 Claims - Front End			
									4 Claims - Front End			
									5 Claims - Front End			
									3 Claims - Pricing	✓ 4/1/13		
									4 Claims - Pricing			
Ops Mgmt - Finan/Acting	✓ 11/1/12	✓ 11/30/12					✓ 1/25/13		5 Claims - Pricing			
Prg Int - FADS	✓ 8/24/12						✓ 12/3/12		4 Claims - Payment			
Prg Int - DRAMS	✓ 4/4/13								5 Claims - Payment			
Prg Int - MARS	✓ 9/13/12						✓ 11/21/12		5 Financial/Accounting			
Pgm Int - SUBS									5 FADS			
DSS	✓ 3/27/13	✓ 10/31/12					✓ 1/25/13		4 DRAMS			
									5 IMARS	✓ 3/13/13		
									5 DSS			

## Xerox Collaboration Sessions – Over/Under Scheduling



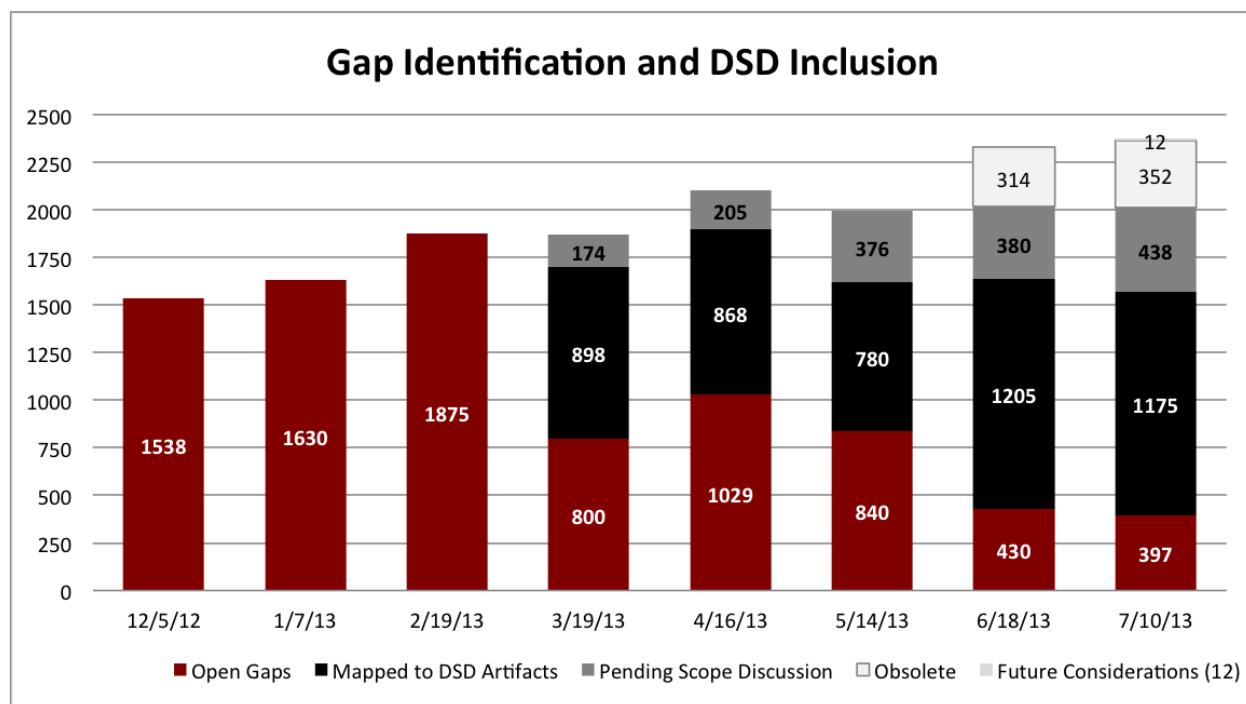
\*Accurate percentage cannot be calculated for Business Rules/Valid Values sessions because more than half of the sessions were under-scheduled and it is unknown how much additional time will be needed to complete the scheduled content.

## Requirement Elicitation Progress



There are 15% of the Attachment G requirements that have not yet been discussed in all relevant requirements sessions.

## Gap Identification and Design



The total gap count has decreased, due to unnecessary gaps being moved to an obsolete status.

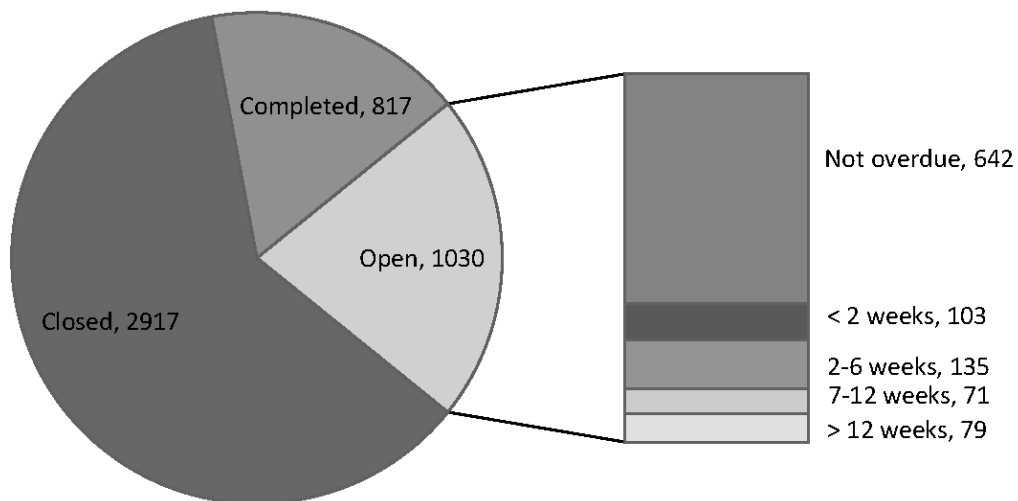
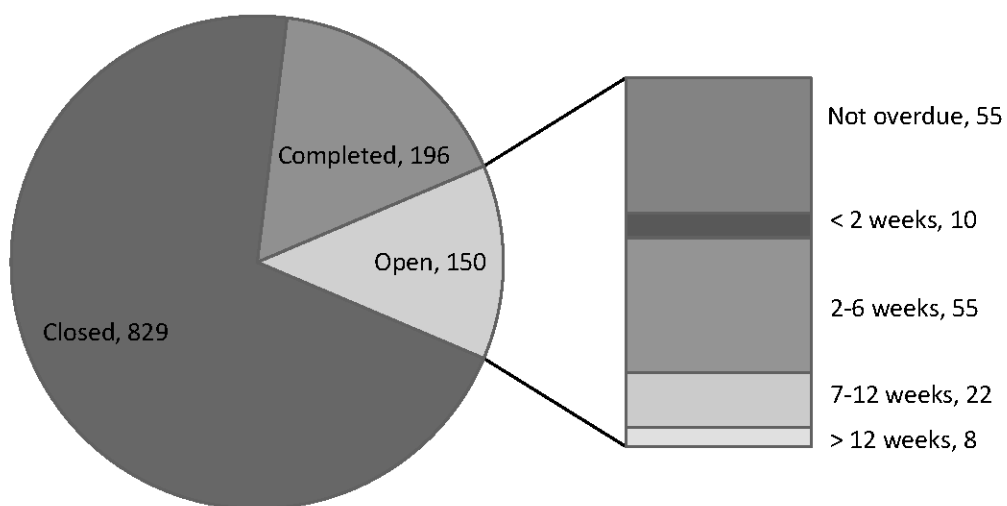
## System Test Results

*System Testing is currently on hold. Reporting of system test results will resume when testing activities resume.*

## System Test Defects

*System Testing is currently on hold. Reporting of defect metrics will resume when testing activities resume.*

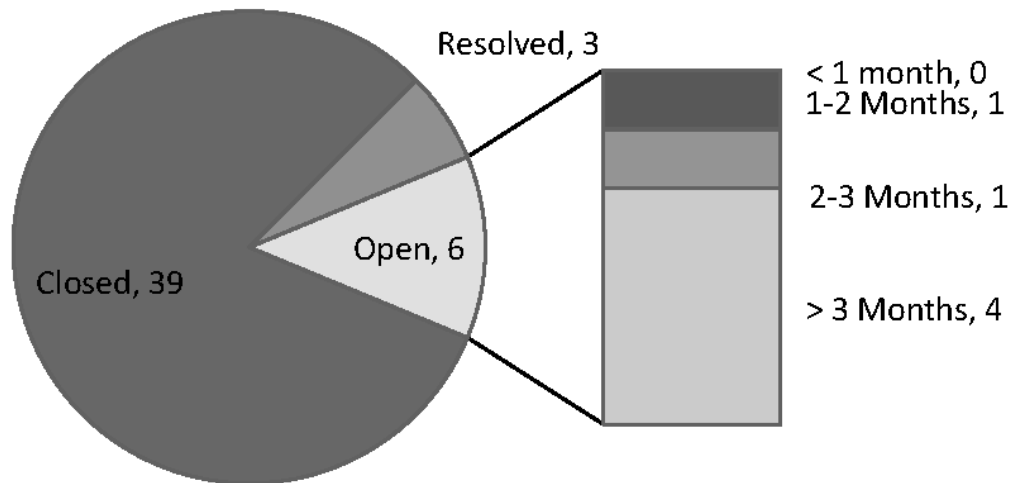
## Xerox SharePoint – Action Items Log

**Xerox Assigned Action Items  
by Status and Weeks Overdue****DPHHS Assigned Action Items  
by Status and Weeks Overdue**



## Xerox SharePoint – Issues Log

## Issue Log by Age and Status



## 2 - IV&V Status Report

### *Activities Since Last Report*

Planned Activity	Status	Summary of Results
Participated in the Claims Pricing I-5 design review (BR/VV), Service Auth conversion walk-through, and Care Management (BR/VV) (not completed) sessions and scribed the sessions	Complete	Draft notes posted to the DPHHS SharePoint
Participating in the Claims Front End design review (BR/VV) and the DSS design review sessions and scribing the sessions	In-progress	Sessions are in progress
Completed review of the Claims Pricing design review and Financial design review agendas and supporting meeting materials and provided feedback to Xerox	Complete	Multiple review cycles were completed on each set of collaboration session materials
Reviewed and submitted comments to Xerox on the I-4 - Gap DSDD for Managed Care EDI (MI3780), I-4 Claims Interfaces Gap DSD (MI3889), I-4 Service Auth EDI Gap DSD (MI3965), and I-4 Service Authorization Gap DSD (MI3924) Interim Deliverable	Complete	Comments submitted to Xerox.
Posted draft minutes to the DPHHS SharePoint for the Care Mgmt I-5 (MMIS/BR/VV) design review collaboration session	Complete	Minutes posted to the DPHHS SharePoint
Posted final minutes to the DPHHS SharePoint for the DSS I-5 design review, Reference I-4 design review (BR/VV), Claims Payment I-4 design review (BR/VV), and Care Mgmt I-5 design review (MMIS/BR/VV) collaboration sessions	Complete	Minutes posted to the DPHHS SharePoint

Participated in the MMIS - PMB Status/Update meeting with DPHHS on 7/10/13	Complete	Participated in this meeting
Participated in the MMIS DDI Project Governance - OOS Gaps meeting with DPHHS and Xerox on 7/11/13	Complete	Participated in this meeting
Participated in and scribed the Follow Up Meetings for Action Item Review meeting with DPHHS and Xerox on 6/13/13	Complete	Participated in and scribed this meeting
Participated in the Follow-Up Reference Re-design session with DPHHS and Xerox on 7/11/13	Complete	Participated in and scribed this meeting
Facilitated the in the Action Item Review meeting with DPHHS on 7/15/13	Complete	Facilitated in this meeting
Participated in the OOS Gap Review meeting with DPHHS on 6/17/13	Complete	Participated in this meeting
Participated in and Scribed the Weekly Conversion Status meeting with DPHHS and Xerox	Complete	Participated in and scribed this meeting
Participated in the POS Business Rules Discussion with DPHHS and Xerox on 7/15/13	Complete	Participated in this meeting
Participated in the Action Item #5102 - Alert Messages meeting with DPHHS and Xerox on 7/15/13	Complete	Participated in and scribed this meeting
Participated in the Action Item Review meeting with DPHHS on 7/16/13	Complete	Participated in and scribed this meeting
Participated in the Payment Financial Gap Review meeting with DPHHS and Xerox on 7/16/13	Complete	Participated in and scribed this meeting
Participated in the DPHHS team meeting on 7/16/13	Complete	Participated in this meeting
Maintained the PK Requirements Traceability Matrix	In-progress	This is an on-going task. The RTM will be updated after each collaboration session and based on discussions from informal functional area meetings

Continued maintenance of the Change Control Board Log to track needed changes to the RFP.	In-progress	This is an on-going task.
Finalizing the PK Project work plan.	On-hold	The completion of the PK work plan task is in-progress

## *Obstructions or Barriers*

Obstruction/Barrier	Action Needed
<i>Lack of availability of Health Enterprise Experts for collaboration sessions.</i>	Xerox to provide a knowledgeable Health Enterprise SME for all Collaboration Sessions.
<i>Fragmented delivery and missing traceability of DSDs will present challenges in the review of the documents</i>	Xerox to add User Interface Specification name to the traceability in DOORS.

**Public Knowledge LLC**  
Management Consultants